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DD / S R E G I S T R Y

FILE Training 6

27 MAY 1965

**MEMORANDUM FOR: Director of Training**

**THROUGH : Deputy Director for Support** *13/25/65*

**SUBJECT : Report of Training -**

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1. This constitutes my report of training for the forty-seventh session of the Advanced Management Program at the Harvard Graduate School of Business Administration.

2. Course Content

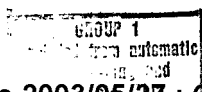
The course was divided as follows:

<u>Subject</u>	<u>Hours of Classroom Instruction</u>
Business Policy	34
Marketing Management	15
Business History	9
Human Behavior in Organizations	22
Accounting and Financial Policy	18
Finance	12
Business and the World Society	18
Labor Relations	23
Statistical Decision Making	10
Business Simulation	10
Total	<u>171</u>

3. Evaluation of Course Content

The case material used had been updated and selected from 15,000 cases on file. The cases were stimulating and offered a good basis for provocative class discussions. Business ethics were given strong emphasis and it was refreshing to note the high ethical standards among modern businessmen. The business simulation exercise involved the making of

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management decisions utilizing computer techniques. Most of the students felt that the exercise was too artificial to be of real value and consumed too much time. Individual critiques were assembled by a class critique committee and presented to the faculty. The changes now under consideration by the faculty are:

- a. More preliminary instruction in Business Simulation and reduced length of the exercise.
- b. Reduced number of Business History lectures and more class discussions on this subject.
- c. More instruction on planning techniques.
- d. Increased number of cases involving overseas operations and reduced number involving purely domestic operations.

#### 4. Administrative Arrangements

Administrative arrangements, food, and dormitory facilities were of excellent quality. Dean Baker informed the graduating class that plans are underway and funds are being solicited for a \$5 million addition in dormitory and classroom facilities for the Advanced Management Program.

#### 5. Final Two Weeks

The twelfth week of the course was consumed largely in an analysis of the 'Big Case.' It was based upon the operations of the International Division of the General Foods Corporation. The thirteenth week of the course was devoted to presentations of the 'Big Case,' final lectures by each professor, and wives' week social activities. The final week of school offers a good opportunity for Agency candidates and their wives to make a lasting contribution to the Agency's image.

#### 6. The Student Body

My class of 160 had 5 U. S. Government civilians, 20 U. S. Government military, 30 foreign businessmen and approximately 105 presidents and vice presidents from American corporations. My discussions and associations with this group were most stimulating.

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**7. Miscellaneous**

The School has launched a residency program designed to bring famous Americans in seminar contact with Harvard students. The plan contemplates three days of residency for each individual selected. Mr. Allen Dulles was in residence while I was at Harvard. During his stay I took him to happy hour followed by a dinner in Kresge Hall with eighteen members of my class.

**8. Conclusion**

The high quality of instruction plus the beneficial associations during the course have all left an indelible impression which will prove useful throughout my Agency career. I deeply appreciate having been selected to attend the course.

SIGNED

  
Special Planning Assistant to the  
Deputy Director for Support

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SPA-DD/S;JHP:fmf (26 May 65)

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